MLCC

84TH ANNUAL REPORT

FOR THE FISCAL YEAR APRIL 1, 2006 TO MARCH 31, 2007

MANITOBA LIQUOR
CONTROL COMMISSION

MLCC MISSION STATEMENT

To regulate, distribute and sell beverage alcohol, generating revenue for Manitobans within a framework of social responsibility, customer service excellence, business effectiveness and workplace quality.

CORPORATE VALUES

Social Responsibility – promote the responsible sale and consumption of beverage alcohol

Importance of People – foster a positive work force by working together as a team towards our common goals

Integrity and Fairness – develop respectful and ethical relationships where we are fully accountable for our actions, decisions and behaviours

Service Excellence – provide superior service to our customers, partners and co-workers

Change – embrace change and encourage our employees to be innovative and creative

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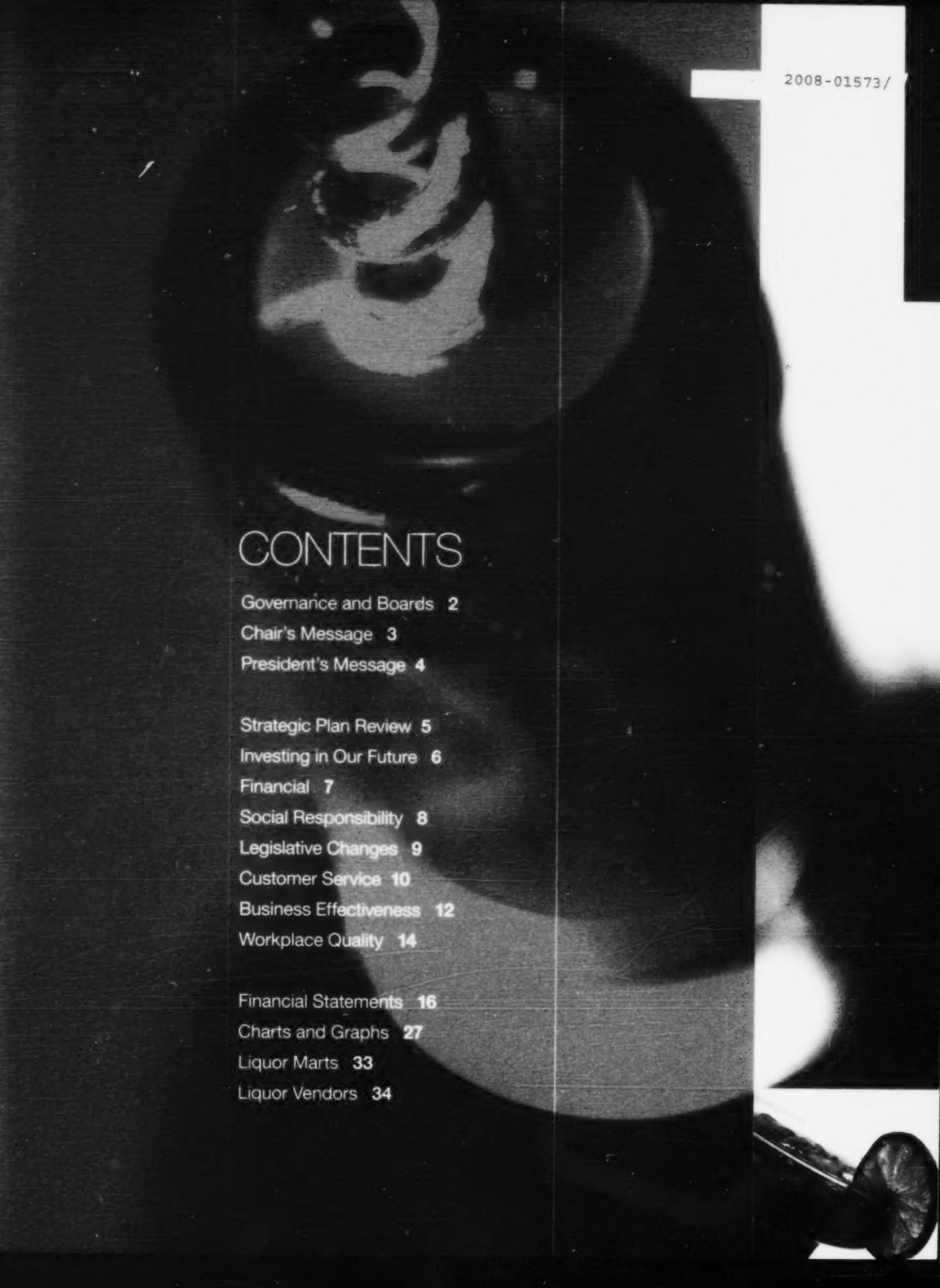

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GOVERNANCE AND BOARDS

THE BOARD OF COMMISSIONERS is the governing body that oversees the activities of the MLCC. The Board Chair reports to the minister responsible for *The Liquor Control Act*, who, in turn, reports to the Legislative Assembly. The day-to-day operations of the MLCC are the responsibility of the President and Chief Executive Officer who reports to the Board.

The Board of Commissioners is comprised of nine Board Members who are appointed by the provincial government. One person is appointed as chair and another as vice-chair.

The Board meets no less than six times per year and is responsible for the following general governance processes:

- adoption of a strategic planning process, approval of strategic plans and monitoring performance against plans;
- approving annual capital and operating plans and monitoring performance against those plans;
- approving policies and processes to ensure the integrity of the MLCC's internal control and management information systems;
- assessing the contribution of the Board, committees and all Board Members annually;
- preparing recommendation(s) to the minister responsible respecting the appointment or termination of the CEO;
- succession planning, performance evaluation and leadership development for the CEO and senior management;
- approving the standard compensation structure and benefits package for all employees; and
- approving a communications policy for the MLCC.

The Board is assisted by the work of several committees. These committees include:

- Governance Committee;
- Strategic Planning and Budgeting Committee;
- Audit Committee; and
- Human Resources Committee

In addition, the Board operates under a well-articulated Governance by-law, which includes specific responsibilities for the Chair and Board Members, as well as Terms of Reference for various committees. A corporate Code of Conduct also guides the actions of the Board and all MLCC employees.

LICENSING BOARD (standing left to right): Cliff Bernhardt; Dale Neal (Vice-Chair); Les Barrett; Louise Wilson; (seated) Vic Wonnacott (Chair)

THE LICENSING BOARD considers applications for licences and determines the appropriate disciplinary action for breaches of *The Liquor Control Act*. These decisions may be appealed to the Board of Commissioners.

The Licensing Board is comprised of five persons appointed by the Lieutenant Governor in Council. The Board may be called to meet at any time by the Chair of the Board. All meetings of the Licensing Board are open to the public.

BOARD OF COMMISSIONERS: (seated left to right) Fran Frederickson (Vice Chair), Carmen Neufeld (Chair), Garry Hammerback; (standing left to right) Janine Baillargeat Scotten, Maria Mazzei, Ed Azumi, Myrna A. Phillips, Robert Rae, Les Oleksiuk

CHAIR'S MESSAGE

ON BEHALF OF THE BOARD OF COMMISSIONERS, I AM PLEASED TO PRESENT THE 84TH ANNUAL REPORT OF THE MLCC. This report represents the achievements of the MLCC in F07 in its key goal areas of Finance, Social Responsibility, Customer Service, Business Effectiveness and Workplace Quality.

The Board is extremely pleased with the MLCC's performance in F07. The year's success represents management's efforts to balance the financial requirements of the provincial government with its goals to provide customer service excellence through convenient and modern facilities, supported by current technology and well-trained employees.

We are also proud of the MLCC's continued investment in its social responsibility programs to address alcohol and pregnancy issues, binge drinking and access by minors to alcohol. Of particular note this past year was the recognition received by the MLCC's *Be Undrunk* program. The program, which is dedicated to raising awareness about the consequences of binge drinking, received three international Healthcare Advertising Awards and a national social responsibility marketing campaign award. It was also adopted by the Yukon Liquor Corporation and the MLCC has received interest and inquiries from several U.S. states.

Another notable achievement was the MLCC's recognition as one of Canada's Top 100 Employers and one of Manitoba's Top 10 Employers for 2007. This recognition speaks to the MLCC's efforts to enhance workplace quality by providing an inclusive and diverse business culture with an emphasis on employee training and support.

To help guide MLCC performance, the Board of Commissioners adheres to corporate governance performance standards. F07 activities included the Board's first self assessment, which examined Board effectiveness and performance. A Governance Calendar was also developed to assist the Board Chair and Committee Chairs in the planning and monitoring of responsibilities.

Another notable Board achievement was the approval of a new three-year strategic plan for the MLCC that will chart its course through to F10. The Board also approved management's recommendation to implement an enterprise-wide approach to risk management. This approach will formalize MLCC processes across the organization to ensure consistent management in accordance with the MLCC's risk appetite.

Underscoring all of these initiatives is the good working relationship enjoyed between the Board and Executive Management. This relationship has been built on mutual respect and a shared vision based on the MLCC's mission and values.

On behalf of the Board of Commissioners, I would like to thank Executive Management and all employees for their contributions to the success of the MLCC over the past year. I look forward to working with you in the new fiscal year and to providing the best customer service and value to our customers and to the people of Manitoba.

CARMEN NEUFELD
Chair, Board of Commissioners

PRESIDENT'S MESSAGE

I AM PLEASED TO REPORT THE MLCC SURPASSED ITS FINANCIAL GOALS IN FISCAL 2007, returning an unprecedented $207.9 million to the provincial government treasury. This is a 6.1% increase over the previous year and the first time our net profit has exceeded $200 million!

Our financial success is good news for the people of Manitoba as our financial returns play a vital role in supporting provincial funding of our health care and education systems, as well as social services and other quality of life programs.

With the support of the Board of Commissioners, our success has also allowed for re-investment in our business so that we continue to provide the best service possible to Manitobans.

This past year, we began two projects that will ensure the MLCC meets and exceeds customer expectations in the coming years. The expansion of our Distribution Centre by over 43,000 square feet is a major undertaking and the first time in over 40 years that we have expanded our warehousing capacity.

We also began a three-year project to upgrade our point-of-sale system within Liquor Marts. This upgraded cash register system will improve our ability to provide the best product assortment to meet our customer needs in each location.

This past year we also continued our efforts to modernize our Liquor Mart stores to meet growing customer expectations. In Winnipeg, upgrades were completed for two Liquor Marts, and Board approval was given for two new Liquor Marts on North Main Street and North Henderson Highway. In addition, we moved the Selkirk Liquor Mart to a more convenient location and gave the store a fresh, updated interior that has been well-received by customers.

Customer service also includes giving back to the communities where we live and work. In addition to promoting the socially responsible consumption of alcohol, the MLCC helped to support approximately 100 charitable groups, as well as arts, sports and health-related organizations through sponsorship and fundraising donations.

The heart of the MLCC has always been our employees and thus, workplace quality remains one of our top priorities. We are continuing to invest in staff training and education, as well as in the technical tools and supports that help employees provide excellent customer service. An award-winning succession planning strategy is also providing new opportunities for our employees while setting the standard for other liquor jurisdictions across Canada.

To that end, we were especially pleased and proud to be named one of the Top 100 Employers in the country by MacLean's Magazine, and subsequently, one of the Top 10 Employers in Manitoba for 2007.

These achievements could not be possible without the vision and direction of the Board of Commissioners. Thank you for your continued confidence and support. Thank you to the Management Team and to all employees for your continued dedication, commitment and enthusiasm this past year. Together, we are ensuring Manitobans continue to reap the benefits of our efforts, while securing our place as the best liquor jurisdiction in Canada!

DON LUSSIER
President & CEO

STRATEGIC PLAN REVIEW

The MLCC's Strategic Plan is comprised of five goal areas. These areas provide the blueprint for incorporating the Mission Statement and Corporate Values into our daily activities and form the basis for the business plan.

THE FIVE GOAL AREAS ARE:

FINANCIAL
SOCIAL RESPONSIBILITY
CUSTOMER SERVICE
BUSINESS EFFECTIVENESS
WORKPLACE QUALITY

The following is a review of the Business Plan and the MLCC's accomplishments in Fiscal 2007.

IN OUR FUTURE

FINANCIAL PERFORMANCE

SOCIAL
RESPONSIBILITY

CUSTOMER
SERVICE

WORKPLACE
QUALITY

BUSINESS
EFFECTIVENESS

INVESTING IN OUR FUTURE

$207.9 Million

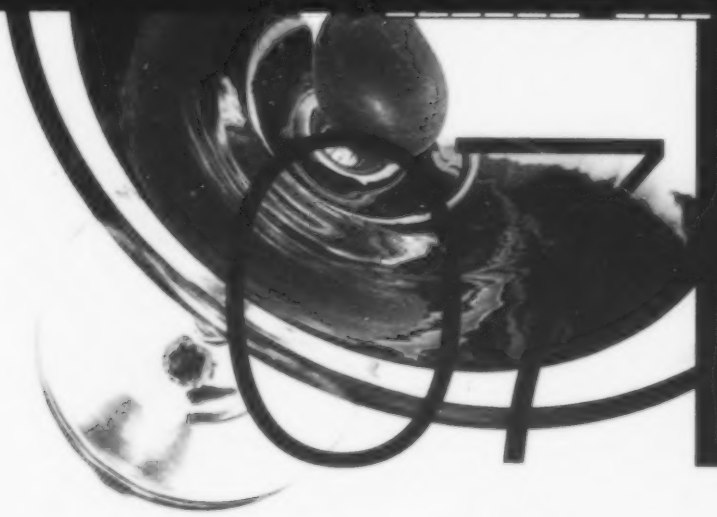
Every Friday, the MLCC makes a deposit into the provincial treasury. This money in turn is used to support programs in health care, education, social services and community projects – making the $207.9 million return an investment in our province and in our future.

As a distributor and retailer of beverage alcohol, the MLCC believes in social responsibility in all that we do. Every day, we walk a fine balance between education and enforcement of *The Liquor Control Act*. We believe public awareness and education on the responsible consumption of alcohol is an investment in health education and to that end we are committed to programs and initiatives that address alcohol related issues.

We are focused on our customers and pride ourselves on service excellence. This commitment to customer service excellence is evident in our investment in training for our employees. It is an investment well made, as customer service surveys consistently rate the MLCC high on friendliness of staff, knowledge of products and prompt assistance. We aim to please!

Simply put, we want to be the best liquor jurisdiction in Canada. We're investing in our future by increasing the size of our Distribution Centre for the first time in over 40 years! We're also upgrading our cash register system in Liquor Marts to meet changing technology needs and growing customer expectations.

Named a Top 100 Employer in Canada and a Top 10 Employer in Manitoba for 2007, the MLCC is proud of its efforts in providing a workplace environment that is challenging and inclusive. Our investment in our employees through training and tools helps them reach their full potential and ensures customer service excellence in all that we do.



FINANCIAL

GOAL:

Meet the net profit requirements of the Manitoba Government through the controlled sale of beverage alcohol.

OBJECTIVES:

1. Meet the net profit requirements of the Manitoba Government.
2. Exercise control over markup rates while maintaining transparency.

PERFORMANCE RESULTS:

Each year, the MLCC creates a budget to achieve a net profit that it expects to turn over to the provincial government for the fiscal year. The net profit amount is agreed upon with the government and forms part of the Provincial Budget.

Net Profit Target: $196 million
Net Profit Actual: $207.9 million

The MLCC exceeded its net profit target by $11.9 million or 6.1%, making F07 the first year in its history to exceed a net profit of $200 million!

To achieve its financial objectives, the MLCC sets targets for all sales areas. Sales in Liquor Marts exceeded budget by 7.8%; and in liquor vendors by 8.4%. Sales to licensees exceeded budget by 5.7%; while sales to specialty wine stores exceeded budget by 15%.

These achievements were due to higher sales volumes than expected; above average weather during the summer; and an ongoing shift by consumers toward premium-priced products. As a result, premium-priced products achieved the target of a 61.5% share of market. The average retail sale per customer was $32.06, exceeding the target of $31.29.

The MLCC continues to monitor prices through a cross-Canada comparison and maintained its mid-range pricing strategy during F07.

General and administrative expenses were carefully managed, allowing the MLCC to maintain its standing as one of the most, if not the most, efficient liquor jurisdiction in the country.

The MLCC adjusted its markups to pass through the excise increase implemented by the federal government with the reduction of the GST from 7% to 6%. Beer markups changed effective July 1, 2006 and spirits and wine markups changed at the end of August 2007.

NET PROFIT: $207.9 MILLION RETURNED TO MANITOBANS!

SOCIAL RESPONSIBILITY

GOAL:

Educate Manitobans on safe consumption and regulate the responsible service of beverage alcohol.

OBJECTIVES:

1. Support programs to promote the socially responsible consumption of beverage alcohol, setting aside a minimum of 0.20% of estimated gross profit to fund these programs.
2. Optimize compliance with *The Liquor Control Act*.

PERFORMANCE RESULTS:

- The *Be Undrunk* program, which raises awareness of the consequences of binge drinking, won several awards in F07. At the Healthcare Advertising Awards in Atlanta, Georgia, the program received two Gold awards for Best Campaign and Best Individual TV Ad for "More than a Hangover". It also took home a Bronze award for websites. The Healthcare Advertising Awards is the oldest, largest and most prestigious advertising awards competition in North America. *Be Undrunk* also received a "Remi" Award for Public Health Television Production at the 39th Annual WorldFest Independent Film Festival in Houston, Texas. The film festival is the largest film and video competition in the world, and honours outstanding creative excellence in film & video. The MLCC is continuing to develop this program with new creative advertising to be launched in summer/fall of 2007.
- The MLCC continued to promote its award-winning *With Child-Without Alcohol* program, which addresses alcohol consumption during pregnancy and Fetal Alcohol Spectrum Disorder. New creative advertising was developed in F07 for launch in spring/summer of 2007.
- The Show Your Age photo identification program continued within Liquor Marts and within licensed establishments. In F07, 5,913 photo-identification cards were issued, an 11.5% increase over F06. Although the MLCC's photo-identification card is issued as proof of age under *The Liquor Control Act*, it has been accepted as government-issued photo identification for travel purposes in Canada and the United States.
- In F07, Liquor Mart employees refused service to 8,997 minors who attempted to purchase alcohol, as well as 6,774 impaired individuals.
- The MLCC supports and participates on numerous community committees to address alcohol-related issues, such as Mothers Against Drunk Driving (MADD); Non-Potable Abuse Committee; Manitoba Addictions Awareness Week Committee; and the Downtown Winnipeg BIZ Association.
- The MLCC continued to balance education and enforcement to ensure compliance with *The Liquor Control Act*.
- Licensing & Inspection uses a risk-based inspection program dependent upon the type of licence held and the previous history of operation. Establishments where liquor is the primary component of the operation, such as a beverage room, cabaret, beer vendor, and cocktail lounge, are inspected more frequently than those where food is the primary component of the operation. The average number of inspections by operations type was on target in F07.
- Progressive disciplinary action is recommended for those licensees, permittees and banquet hall operators who continue to breach *The Liquor Control Act*.

NUMBER OF INSPECTIONS

- **Licensed Premises:** Target: 25,000 **Actual: 25,097**
- **Sale Permit Functions:** Target: 20% **Actual: 25.2%**

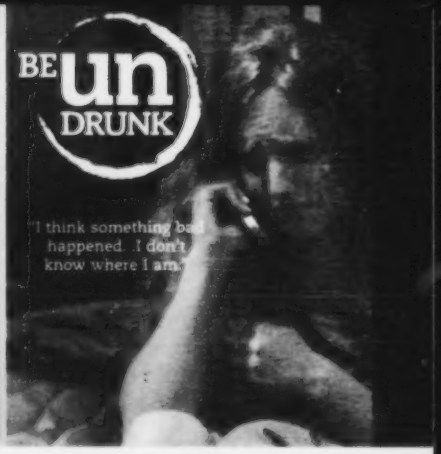
NUMBER OF EDUCATIONAL SEMINARS

- **Licensed Premises:** Target: 100 **Actual: 146**
- **Banquet Halls:** Target: 75 **Actual: 73**

NUMBER OF SECURITY PERSONNEL TRAINED IN *IT'S GOOD BUSINESS PLUS*:

Target: 200
Actual: 142*

*The target was not achieved due to its voluntary status in F07. The program will become mandatory in F08.



LEGISLATIVE CHANGES:

THE LIQUOR CONTROL ACT

Bill 215, *The Liquor Control Amendment Act* (Helping to Prevent Date Rape) received Royal Assent on December 7, 2006. The Bill was Proclaimed on March 14, 2007 and became law on April 1, 2007. As a measure to prevent date rape, *The Liquor Control Act* was amended to allow a person in licensed premises or banquet halls to carry his or her drink to the washroom.

REGULATIONS

M/R 177/94, Liquor Licensing Regulation, was amended by M/R 27/2007 which was registered on February 21, 2007 and became law on March 10, 2007. The amending regulation added a section to set out the responsibilities of a licensee and patrons with respect to carrying drinks to and from washrooms located within or adjacent to licensed premises and came into force on April 1, 2007.

M/R 12/2002, Occasional Liquor Permits Regulation, was amended by M/R 28/2007 which was registered on February 21, 2007 and became law on March 10, 2007. The amending regulation, which came into force on April 1, 2007, added a section to set out the responsibilities of permit holders and persons attending permit functions with respect to carrying drinks to and from washrooms located within, or adjacent to, the area under occasional permit.

M/R 177/94, Liquor Licensing Regulation, was amended by M/R 53/2007 which was registered on March 27, 2007 and became law on April 7, 2007. The amending regulation added a requirement for security staff in licensed premises to successfully complete responsible service and security training. Effective April 1, 2007, all staff whose primary responsibility is to provide security in licensed premises will be required to be certified in the new course, either within 90 days of hire if new staff, or no later than March 31, 2008 if existing staff.

CUSTOMER SERVICE

GOAL:

Deliver excellent service to our retail and commercial customers throughout the province.

OBJECTIVES:

1. Enhance service to our public customers by continuing to elevate customer service levels to meet their increasing expectations.
2. Enhance service to commercial customers by continuing to elevate customer service levels in response to their increasing expectations.

PERFORMANCE RESULTS:

- The MLCC continued its efforts to improve service to its commercial customers. Fees paid to beer vendors for handling empty refundable containers increased by 26%, effective May 1, 2006.
- LIQUOR MART DEVELOPMENT:

  Southdale Liquor Mart in Winnipeg was expanded, renovated and re-opened in April 2007.

  The Selkirk Liquor Mart was relocated and the new store opened October 2006.

  Cityplace Liquor Mart in Winnipeg was relocated to a new location within the mall.

MEASURE	TARGET	ACHIEVED
• **Liquor Vendor Service Shop Ratings:**	87%	**87.5%**
• **Sales Increase for Liquor Marts Renovated in F06:**	10%	**Garden City Square – 30%** **Brandon-Victoria & 10th – 19%**
• **Liquor Vendor Sales:**	.2% less than rural Liquor Mart	**Rural Liquor Mart growth – 8.1%** **Liquor Vendor growth – 8.4%**
• **Public Customer Satisfaction Rating:**	90%	**98%**
• **Service Shop Ratings at Liquor Marts:**	90%	**Winnipeg – 88.8%;** **Rural and other cities – 92.6%**
• **Social Responsibility Shop Ratings for ID at Liquor Marts:**	100%	**Winnipeg – 91.5%*** **Rural and other cities – 88.1%***

*The MLCC conducts social responsibility reviews with Liquor Marts that have not achieved targets. Retraining and coaching is provided to employees to address social responsibility issues.

- CORPORATE ASSORTMENT PLANNING:

In F07, the MLCC conducted a "clustering" exercise which grouped stores with similar sales performance to determine the number and category of items they should carry. The intent of clustering is to ensure that each store carries the products preferred by its customers. Ideally, this process will provide the right products to the right place at the right time. Clustering exercises will continue into F08 and the MLCC will adjust listed products and inventory levels as required.

The MLCC continued its SKU Management Plan reporting monthly on the SKU count to ensure the current Distribution Centre capacity is not exceeded prior to the expansion project.

Monthly meetings were held to review product applications for both specialty and general listings with a view to how brands fit into the overall assortment. Specialty listing meetings included input from store managers and product consultants to ensure a broad assortment of products are available for customers.

The annual selection of refreshment beverages (coolers) was completed in January for spring arrival.

- COMMUNITY SUPPORT:

Manitoba Liquor Marts continued to assist communities with hosting Wine Festivals in support of community and charitable organizations. These events also provide the MLCC with opportunities to enhance product knowledge. The largest is the Winnipeg Wine Festival April 30 – May 6 in support of Special Olympics Manitoba, which helped raise $225,000 for the charity. Other wine festivals included:

The 2nd annual Portage la Prairie Wine Tasting; which raised over $2,100 in support of the Glesby Centre.

The 2nd annual Thompson Wine Tasting raised over $3,300 in support of the Thompson Community Foundation

The 4th annual Westman Wine Festival was held in October in Brandon and helped raise $10,537 for the Rotary Club and the Elspeth Reid Family Resource Centre.

The 4th annual Flatlander's Beer Festival held in Winnipeg raised $31,940 for the Manitoba Moose Yearling Foundation.

- The MLCC also helps support approximately 100 charitable organizations involving health, community, arts and sports groups through sponsorships, an in-store coin box program, and customer "Donate-A-Dollar" programs.

BUSINESS EFFECTIVENESS

GOAL:

Move to industry best practices, working in partnership with suppliers and commercial customers.

OBJECTIVES:

1. Initiate programs, which, over time, will make the MLCC the best Canadian liquor jurisdiction.
2. Establish and promote the MLCC's corporate image with stakeholders.
3. Change or establish processes/policies to comply with legislation.

PERFORMANCE RESULTS:

The MLCC annually reviews productivity and the cost-effectiveness of strategies to determine the most efficient way of handling inventory at its Liquor Marts and Distribution Centre. Targets are set for productivity for both the Retail and Purchasing divisions and the Distribution Centre. These levels are measured quarterly throughout the year.

LIQUOR MARTS

MEASURE	TARGET	ACHIEVED
• **In-Stock Service Levels**	94%	**97.5%**
• **Productivity (Units per Labour Hour)**	Winnipeg – 35 Rural – 30	**34*** **30**
• **Inventory Turns**	Winnipeg – 13.0 Rural – 10.5	**13.5** **10.5**
• **Shrinkage**	0.15%	**0.12%**
• **Store General & Administrative Expenses as a % of Store Sales**	9.75%	**9.1%**

*The target not achieved due to an under-estimation of labour hours.

PURCHASING AND DISTRIBUTION CENTRE

MEASURE	TARGET	ACHIEVED
Cases per Labour Hour	26.5	**28**
Inventory Turns	8.54	**7.95***
In-stock Service Levels for General Listings	97%	**96%***

*Targets not achieved due to suspension of products shipped to liquor boards from the St. Albert Distribution Centre in Alberta.

- CONTINGENCY PLANNING

The MLCC developed contingency plans for all departments and conducted table top tests for the Retail and Information Technology divisions. A disaster recovery test was also successfully conducted to ensure computer system access within five days of a disaster.

- RECORDS RETENTION

The MLCC's Records Management program was established in the 1980s for a paper-based system. This program does not include electronic records such as e-mail, Word documents and spreadsheets. In order to meet record retention standards and current legislative requirements, the MLCC engaged an external consultant in F07 to review its current program, as well as its security processes, and to develop a business case for a new records retention program.

- SUSTAINABLE DEVELOPMENT ACCOMPLISHMENTS

In October 2006, the MLCC, along with the Manitoba Lotteries Corporation, Manitoba Hydro and Manitoba Public Insurance sponsored a "Think Green" seminar. This seminar involved presentations from various environmental certification organizations and rebate programs to Crown Corporation suppliers and procurement agents. The aim of the seminar was to provide information on environmental industries, specifications and certification.

The MLCC continued to incorporate a sustainable development clause into all of its tenders and RFP documents. The clause requires bidders to abide by *The Sustainable Development Act*, environmental regulations and disposal methods. Under the clause, preference can be given to suppliers with environmental management programs and certification compliance. In addition, evaluation points can be awarded for sustainable development compliance and corporate initiatives.

The MLCC continued its initiatives to purchase ethanol fuel for its fleet vehicles and an upgrade to T8 Fluorescent lighting in Liquor Marts. Since the lighting initiative began in F06, the MLCC has upgraded 40 of its 46 stores. The remaining stores will be upgraded by F08. The MLCC also began upgrading the refrigeration units used in Liquor Marts to reduce power consumption and to take advantage of Manitoba Hydro Power Smart rebates.

- JOB HAZARD ANALYSIS

The MLCC continued to address job safety hazards and document improvements under Workplace, Safety and Health legislation. In F07, the MLCC worked with an external consultant to conduct job hazard analyses for the Maintenance and Inspection Services departments and the Retail Division. Recommendations for improvements were implemented in Maintenance, and are ongoing in Inspection Services and the Retail Division.

- ENTERPRISE RISK MANAGEMENT

The MLCC continued its efforts toward implementing an Enterprise-wide Risk Management Strategy. The strategy will allow managers and employees to understand how they contribute to risk management within the organization. In addition, the MLCC will explore best practices in internal control certification requirements with a view to integrating them with the strategy. The implementation of the strategy is expected over a period of a few years.

In F07, the MLCC engaged external consultants to develop a strategy and training program for implementation in F08.

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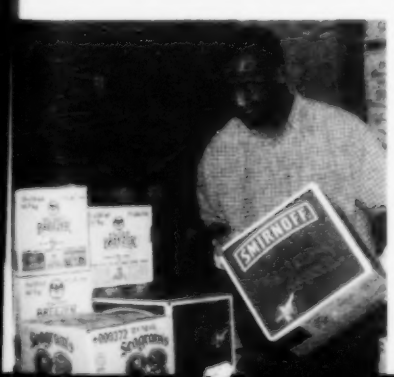


WORKPLACE QUALITY

GOAL:

Create a fair and equitable work environment that is challenging, diverse and inclusive.

OBJECTIVES:

1. Enhance an inclusive culture that encourages participation of all staff.
2. Ensure a well-trained staff and management workforce that has the capability to undertake new responsibilities.
3. Promote diversity in the workplace which reflects diversity in the population.
4. Promote a healthy work/life balance.
5. Maintain a modernized Information Technology and Information Systems environment that meets the needs of the organization (Head Office and Retail).
6. Evaluate MLCC facilities and consider extent and timing of reinvestment requirements in the Distribution Centre and Head Office.

PERFORMANCE RESULTS:

- INCLUSIVE CULTURE:

  All MLCC employees were given the opportunity to provide input into the new Strategic Plan for discussion at the annual fall Managers' Conference. Suggestions were summarized and put forward to the Executive and the Board for consideration in development of the plan. Workshops to communicate the Strategic Plan to all employees will be delivered in early F08.

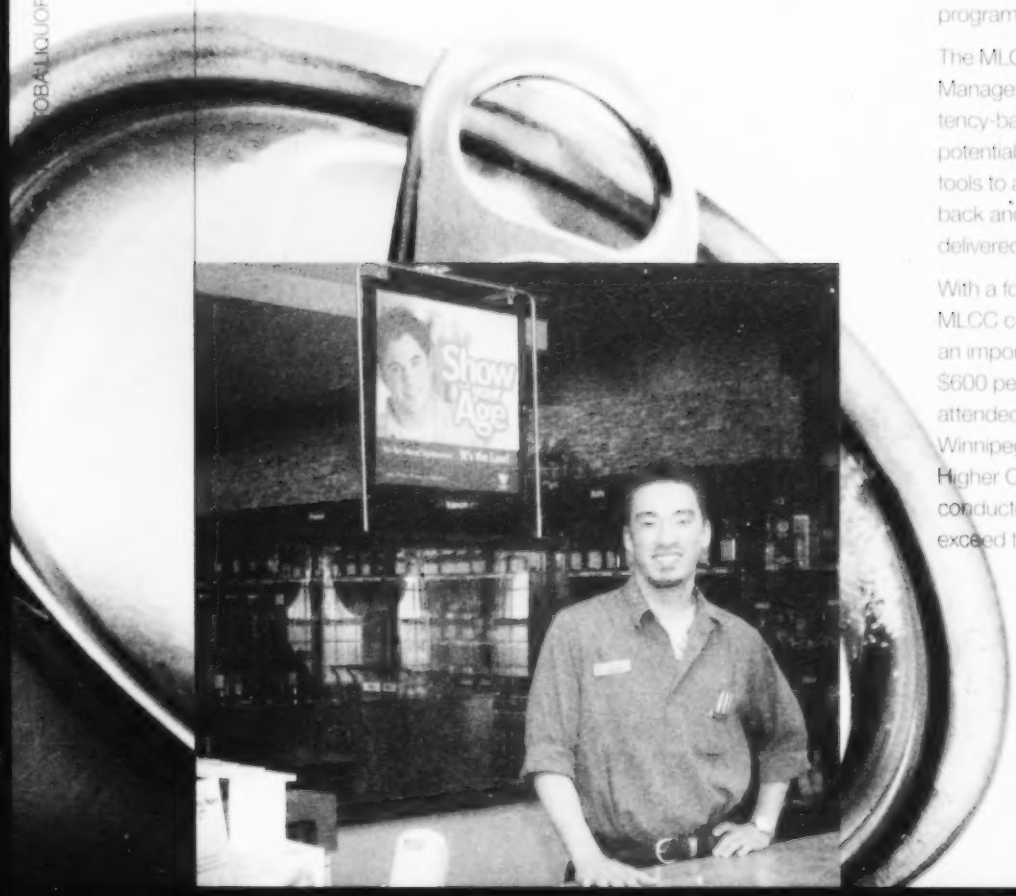
- WELL-TRAINED WORKFORCE:

  The MLCC continued development under its award-winning succession planning program. Several managers were promoted throughout the year and 360 degree feedback, including a personalized development planner, was completed for all managers.

  In F07, the MLCC updated its Store Manager Development Program (SMDP), which provides training and guidance to employees for future store management positions. The MLCC targeted 12 candidates for SMDP training in F07 and successfully placed nine candidates in the program.

  The MLCC continued to roll out its Performance Management program, which uses a competency-based approach in developing employee potential. The system provides managers with tools to assist in employee goal setting, feedback and problem solving. The program was delivered to most Assistant Managers in F07.

  With a focus on customer service, the MLCC continued to make employee training an important priority, spending approximately $600 per employee in training. In F07, staff attended three Basic Wine courses in Winnipeg and one in rural Manitoba. Two Higher Certificate courses were also conducted. These courses meet and exceed the MLCC's targets for the year.



- DIVERSITY:

  The MLCC continued its commitment to diversity in its workforce. To celebrate Manitoba's ethnic diversity, the MLCC celebrated Multi-Culturalism Day on June 27, 2006 with an employee barbecue and entertainment by the Fubuki Daiko Japanese Drummers. Liquor Mart employees celebrated the day with an employee luncheon.

  To ensure its workforce is reflective of the population, the MLCC continued to develop its Aboriginal Employment Initiative. In F07, the MLCC conducted 19 Aboriginal awareness training sessions; hired two Aboriginal Product Consultants; and accepted three Aboriginal internships through the Youth Transition Program.

- HEALTHY WORK/LIFE BALANCE:

  The MLCC created a Wellness Committee responsible for overseeing wellness initiatives for employees. The committee initiated an organization-wide health risk assessment survey to be conducted in early F08.

  To ensure employees experience a healthy work/life balance, management continued to shift and add resources to improve fairness of workload in various departments.

  A new Flex benefit option was provided to all unionized employees, allowing individuals to customize their benefits package.

  The MLCC negotiated a new contract with the Manitoba Government Employees Union, which was ratified in November 2006. The contract was signed in February 2007.

- INFORMATION TECHNOLOGY:

  Management made process improvements to ensure the MLCC continues to receive benefits from the significant computer upgrade investments made in the past few years. The Information Technology Division also made improvements to its processes and implemented remote computer access for employees.

  An Internet version of the agent/supplier sales information system was also completed and rolled out in the last quarter of F07.

  A business case for a new point-of-sale and cash register system for MLCC's Retail Division was developed and approved by the Board in F07. This new system will allow the MLCC to keep up with changing technology, while meeting the growing demands of customers. The new system is expected to take approximately three years to fully implement.

- FACILITIES:

  The MLCC made a significant investment in its future with Board approval for a 43,000 square foot expansion of its Distribution Centre, as well as redevelopment of its Head Office. This is the first expansion of its Distribution Centre in over 40 years and will allow the MLCC to meet growing retail customer demands for product variety. A contractor was selected and construction began in the 4th Quarter of F07.

FINANCIAL STATEMENTS

07

MANAGEMENT REPORT

MARCH 31, 2007

The accompanying financial statements are the responsibility of Management and have been prepared in accordance with the accounting policies disclosed in Note 2. In Management's opinion, the financial statements have been properly prepared and of necessity, include some amounts based upon Management's best estimates and judgements.

As Management is responsible for the integrity of the financial statements, Management has established systems of internal control to provide assurance that assets are properly accounted for and safeguarded from loss.

DON LOSSIER
President & Chief Executive Officer

INGRID LOEWEN
Chief Financial Officer

AUDITOR'S REPORT

MARCH 31, 2007

To the Board of Commissioners
The Liquor Control Commission

We have audited the balance sheet of **The Liquor Control Commission** [an Agency of the Government of the Province of Manitoba] as at March 31, 2007 and the statements of income and cash flows for the year then ended. These financial statements are the responsibility of The Liquor Control Commission's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, these financial statements present fairly, in all material respects, the financial position of The Liquor Control Commission as at March 31, 2007 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

Ernst & Young LLP

Chartered Accountants

Winnipeg, Canada
May 11, 2007

STATEMENT OF INCOME [000'S]

YEAR ENDED MARCH 31

	2007	2006
	$	$
Sales *[see Schedule of Sales, Cost of Sales and Gross Profit]*	**521,380**	486,734
Cost of sales *[see Schedule of Sales, Cost of Sales and Gross Profit]*	**261,558**	243,208
Gross profit	**259,822**	243,526
Other income *[note 4]*	**4,639**	5,439
	264,461	248,965
General and administrative expenses *[note 5]*	**53,934**	50,279
Depreciation *[note 2]*	**2,583**	2,448
Net profit paid or payable to the Province of Manitoba	**207,944**	196,238

See accompanying notes to the financial statements.

BALANCE SHEET [000'S]

AS AT MARCH 31

	2007	2006
	$	$
ASSETS		
Current		
Cash	**7,143**	7,177
Accounts receivable	**19,722**	18,415
Inventory *[note 3]*	**26,953**	23,825
Prepaid expenses and supplies	**999**	907
Total current assets	**54,817**	50,324
Property and equipment *[note 6]*	**14,643**	12,616
Long-term loan receivable – Province of Manitoba *[notes 7 and 8]*	**45,271**	45,271
	114,731	108,211
LIABILITIES		
Current		
Accounts payable – trade and other	**32,900**	31,395
Goods and Services Tax payable	**2,179**	1,308
Manitoba Retail Sales Tax payable	**1,304**	1,192
Net profit payable to the Province of Manitoba	**24,644**	22,438
Environmental Protection Tax payable	**133**	129
Deferred licence fees	**352**	606
Total current liabilities	**61,512**	57,068
Provision for employee pension benefits *[note 7]*	**48,844**	47,025
Provision for retirement allowances *[note 8]*	**4,375**	4,118
	114,731	108,211

See accompanying notes to the financial statements

On behalf of the Commission:

Chair of the Board

Chair of the Audit Committee

President and Chief Executive Officer

Chief Financial Officer

STATEMENT OF CASH FLOWS [000'S]

YEAR ENDED MARCH 31

	2007	2006
	$	$
OPERATING ACTIVITIES		
Cash receipts		
Sales – spirits, wine, coolers/ciders and beer	**520,561**	479,380
Annual and supplementary licence fees and other	**4,194**	5,516
Goods and Services Tax	**33,044**	34,616
Manitoba Retail Sales Tax	**17,063**	15,839
Manitoba Waste Reduction and Prevention Levy	**467**	450
Environmental Protection Tax	**1,868**	1,796
	577,197	537,597
Cash disbursements		
Purchases – merchandise, federal duty, excise and sales taxes, etc.	**264,706**	238,261
General and administrative expenses	**50,754**	52,719
Goods and Services Tax	**32,173**	34,594
Manitoba Retail Sales Tax	**16,950**	15,743
Manitoba Waste Reduction and Prevention Levy	**467**	449
Environmental Protection Tax	**1,864**	1,792
	366,914	343,558
Net cash available from operating activities	**210,283**	194,039
INVESTING ACTIVITIES		
Acquisition of property and equipment	**(4,579)**	(3,398)
Net cash available for transfer	**205,704**	190,641
TRANSFERS TO PROVINCE OF MANITOBA		
Current year's net profit	**183,300**	173,800
Prior year's net profit	**22,438**	18,187
	205,738	191,987
Deficiency of cash receipts over disbursements and transfers	**(34)**	(1,346)
Cash and cash equivalents, beginning of year	**7,177**	8,523
Cash and cash equivalents, end of year	**7,143**	7,177

See accompanying notes to the financial statements.

SCHEDULE OF SALES, COST OF SALES AND GROSS PROFIT [000'S]

YEAR ENDED MARCH 31

	Spirits	Wine	Coolers/ Ciders	Beer	Total
	$	$	$	$	$
SALES					
Stores	**128,085**	**71,055**	**10,477**	**34,075**	**243,692**
Liquor vendors	**32,129**	**8,349**	**3,460**	**5,154**	**49,092**
Licensees	**18,671**	**4,831**	**2,110**	**190,439**	**216,051**
Specialty wine stores	**44**	**12,436**	**65**	**—**	**12,545**
Total sales for 2007	**178,929**	**96,671**	**16,112**	**229,668**	**521,380**
Total sales for 2006	169,697	86,817	15,344	214,876	486,734
COST OF SALES					
Total cost of sales for 2007	**70,157**	**43,540**	**7,529**	**140,332**	**261,558**
Total cost of sales for 2006	66,646	39,463	7,224	129,875	243,208
Gross profit for 2007	**108,772**	**53,131**	**8,583**	**89,336**	**259,822**
Gross profit for 2006	103,051	47,354	8,120	85,001	243,526

See accompanying notes to the financial statements

NOTES TO FINANCIAL STATEMENTS [000'S]

MARCH 31, 2007

1. NATURE OF ORGANIZATION

The Liquor Control Commission [the "MLCC"] was formed in 1923 as an agency of the Government of Manitoba under *The Liquor Control Act*. The MLCC's mandate is to purchase, sell and regulate alcoholic beverages; to determine locations for retail liquor outlets; to licence and regulate facilities used by the consuming public; to provide revenue to the Province from the activities of the MLCC; and to do all such things necessary to effect the provisions of *The Liquor Control Act*.

2. SIGNIFICANT ACCOUNTING POLICIES

[a] Cash includes cash on hand, balances with banks and outstanding electronic fund transactions forwarded to banks.

[b] Accounts receivable includes electronic fund transactions to be forwarded to banks after March 31.

[c] Inventories of goods for resale are valued at average cost.

[d] Revenue is recognized at the time the product is shipped, title passes, the sales price is fixed and determinable, and collectibility is reasonably assured.

[e] The property and equipment are recorded at cost less accumulated depreciation. Depreciation is provided on the declining balance basis at the following annual rates:

Automobiles	30%
Equipment and furnishings	20%
Paving	8%
Systems development	30%

Leasehold improvements are depreciated on a straight-line basis over the remaining term of the lease or a minimum of five years.

[f] Substantially all of the employees of the MLCC are eligible for pension benefits based on length of service and average annualized earnings calculated on the best five years prior to retirement, termination, or death that provides the highest earnings. Pension costs, included in salaries, benefits and pension costs, consist of the employer's share of pension benefits paid to retired employees, as well as the increase in unfunded pension liabilities during the fiscal year. This liability is determined actuarially every three years with the balances for the intervening years being determined by a formula provided by the actuary as detailed in note 7.

Actuarial gains and losses are recognized in income immediately as detailed in note 7.

[g] The MLCC's financial instruments consist of cash, accounts receivable, long-term loan receivable – Province of Manitoba, net profit payable to the Province of Manitoba, accounts payable, other taxes payable and non-interest bearing working capital advance provided by the Province of Manitoba. It is management's opinion that the MLCC is not exposed to significant interest, currency, or credit risks arising from these financial instruments. The fair value of these financial instruments approximate their carrying values.

[h] In preparing the MLCC's financial statements, management is required to make estimates and assumptions that affect the reported amounts of assets and liabilities, the disclosure of contingent assets and liabilities at the date of the financial statements and reported amounts of revenue and expenses during the period. Actual results could differ from these estimates.

3. INVENTORY

	2007 $	2006 $
Warehouse inventory	**17,919**	15,768
Stores inventory	**9,034**	8,057
	26,953	23,825

The amount of unpaid and unrecorded Customs and Excise duties on owned merchandise held in bond is approximately $3,385 at March 31, 2007 [2006 – $3,293].

4. OTHER INCOME

	2007 $	2006 $
Supplementary licence fees	**788**	743
Advertising revenue – other	**733**	505
AIR MILES® revenue	**663**	578
Annual licence fees and licence application fees	**599**	598
Occasional permit additional fees	**581**	579
Miscellaneous	**569**	1,885
Occasional permit fees	**240**	243
Administration charges	**222**	206
Border point fees	**221**	79
Specialty wine store fees	**23**	23
	4,639	5,439

5. GENERAL AND ADMINISTRATIVE EXPENSES

	2007 $	2006 $
Salaries, benefits and pension costs	**33,824**	30,850
Leased premises – rentals *[note 9]*	**5,415**	5,086
Maintenance and repairs	**2,106**	2,271
Delivery charges	**1,504**	1,376
Bank charges	**1,356**	1,216
Utilities	**1,291**	1,262
Equipment rentals *[note 9]*	**1,113**	1,121
AIR MILES® program	**991**	867
Printing, postage and supplies	**789**	759
Professional fees	**608**	603
Grants in lieu of taxes	**603**	603
Alcohol education	**563**	536
Health and Post Secondary Education Tax levy	**551**	511
Miscellaneous	**507**	504
Protective services	**500**	472
Sponsorships	**480**	663
Advertising and promotions	**463**	386
Staff training	**457**	439
Travel	**325**	269
Vehicle expenses	**205**	192
Communications	**122**	138
Crown Corporations Council levy	**84**	82
Product analysis	**77**	73
	53,934	50,279

6. ACCUMULATED DEPRECIATION/PROPERTY AND EQUIPMENT

	2007		
	Cost	**Accumulated depreciation**	**Net book value**
	$	**$**	**$**
Leasehold improvements	**12,203**	**3,720**	**8,483**
Systems development	**9,706**	**7,043**	**2,663**
Equipment and furnishings	**7,108**	**4,128**	**2,980**
Automobiles	**635**	**338**	**297**
Paving	**338**	**118**	**220**
	29,990	**15,347**	**14,643**

	2006		
	Cost	Accumulated depreciation	Net book value
	$	$	$
Leasehold improvements	9,426	2,891	6,535
Systems development	9,076	6,036	3,040
Equipment and furnishings	6,084	3,536	2,548
Automobiles	589	296	293
Paving	300	100	200
	25,475	12,859	12,616

7. PROVISION FOR EMPLOYEE PENSION BENEFITS

The MLCC maintains a defined benefit pension plan in accordance with the provision of *The Civil Service Superannuation Act* administered by the Civil Service Superannuation Board. An actuarial valuation of the provision for employee pension benefits was conducted by Ellement & Ellement Ltd. Consulting Actuaries as at December 31, 2004. The service to date projected benefit method was used and the liabilities have been extrapolated to March 31, 2007 using a formula provided by the actuary.

	2007	2006
	$	$
Accrued benefit liability, beginning of year	**47,025**	45,044
Actual gain based on 2004 actuarial report	**–**	(150)
Benefits accrued	**1,434**	1,341
Interest accrued on benefits	**3,289**	3,140
Benefits paid	**(2,765)**	(2,276)
Manitoba Finance matching pension contributions	**(139)**	(74)
Accrued benefit liability, end of year	**48,844**	47,025
Pension expense	**4,723**	4,481
Employee contributions	**1,326**	1,240
Employer contributions	**2,904**	2,350

The pension expense consists of benefits accrued of $1,434 [2006 – $1,341] and interest accrued on benefits of $3,289 [2006 – $3,140].

The key actuarial assumptions used in determining the MLCC's provision for employee pension benefits were at the following weighted average rates:

	As at March 31	
	2007	2006
	%	%
Rate of return	**6.50**	6.50
Inflation	**2.50**	2.50
Salary rate increases	**4.25**	4.25

In addition, post retirement indexing is at two-thirds of the inflation rate.

The amount of the long-term provision for employee pension benefits of $40,731 as at March 31, 2003, is included as part of long-term loan receivable – Province of Manitoba. There are no conditions or terms for collection of this non-interest bearing loan receivable.

8. PROVISION FOR RETIREMENT ALLOWANCES

Effective April 1, 1998, the MLCC commenced recording accumulated retirement allowances for its employees. Eligible employees are entitled to receive a retirement allowance equal to one week's pay to a maximum of 25 weeks for each year of continuous employment, based on the current salary at date of retirement. The provision recorded is calculated based on a formula provided by the Province of Manitoba.

The amount of the opening provision for retirement allowances as at April 1, 1998 of $3,165 is included as part of the loan-term loan receivable – Province of Manitoba. There are no conditions or terms for collection of this non-interest bearing loan receivable.

9. FUTURE COMMITMENTS

[a] The MLCC leases its Head Office and nine other buildings from the Government of the Province of Manitoba for the nominal sum of two dollars effective August 1, 1985, for a period of 99 years.

[b] The MLCC leases another 39 buildings. Leases have expiry dates ranging from 2008 to 2024.

The future minimum lease payments for each of the next five years and thereafter are as follows:

Year ending March 31	**$**
2008	3,893
2009	3,793
2010	3,547
2011	2,984
2012	2,627
Thereafter	13,035
	29,879

[c] The MLCC leases computer equipment. Leases on this computer equipment have expiry dates ranging from 2008 to 2011.

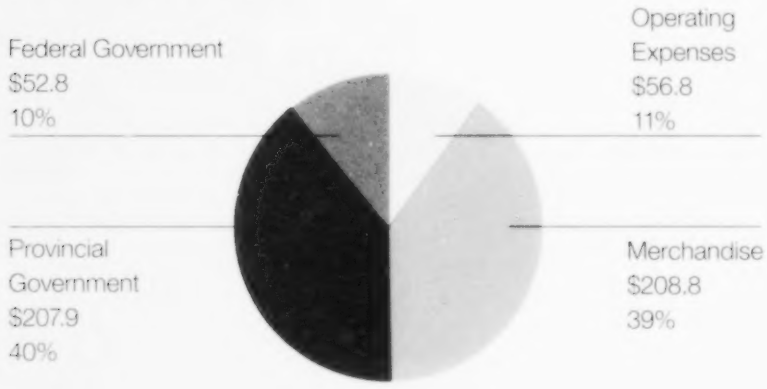
The future minimum lease payments for each of the years to the expiry of the lease contracts are as follows:

Year ending March 31	**$**
2008	899
2009	661
2010	344
2011	229
	2,133

[d] The MLCC entered into a contract for expansion of the Distribution Centre. The balance of the contractual obligation to be paid in 2008 is $6,798.

CHARTS AND GRAPHS

$207.9 MILLION FOR MANITOBANS



Additional payments to the Province (in millions)

Retail Sales Tax – $17.1

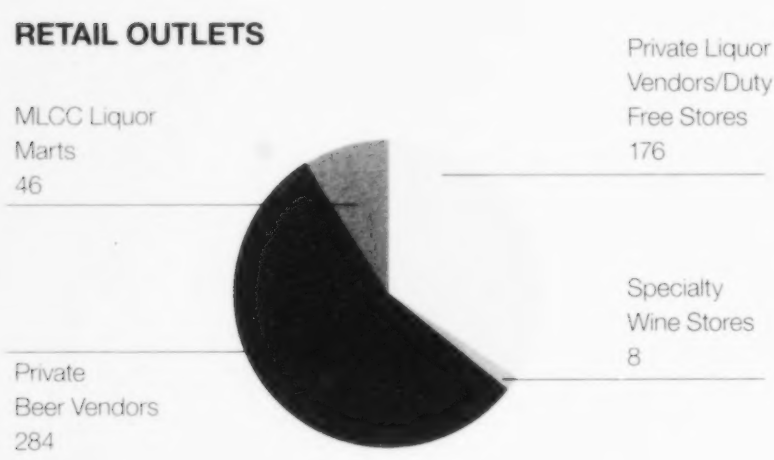
Environmental Protection Tax – $1.9

Waste Reduction & Prevention Tax – $0.5

Additional payments to the Federal Government (in millions)

Good and Services Tax – $33.0

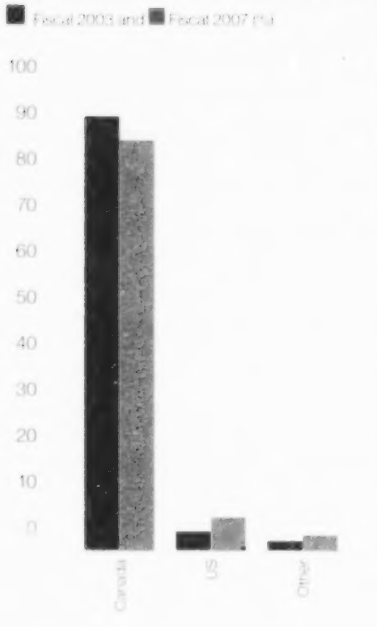
RETAIL OUTLETS



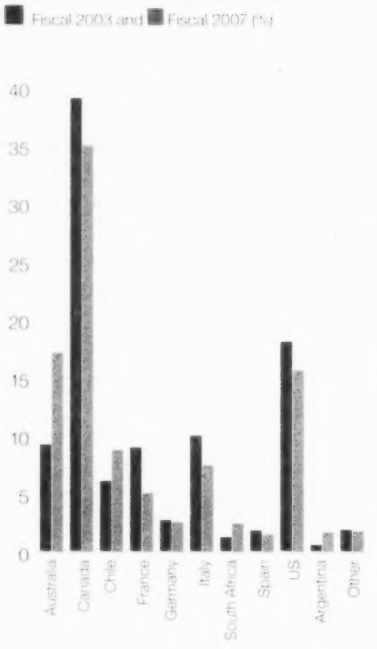
PROFIT AND EXPENSE RATIOS (IN THOUSANDS)

	2003	2004	2005	2006	2007
Sales	434,980	459,199	472,134	486,734	521,380
Gross Profit	205,448	218,191	229,842	243,526	259,822
Net Profit	166,347	174,066	185,273	196,238	207,944
General and Administrative Expenses	44,127	45,850	46,706	50,279	53,934
Depreciation	2,107	2,432	2,449	2,448	2,583
Gross Profit as % of Sales	47.2%	47.5%	48.7%	50.0%	49.8%
Net Profit as % of Sales	38.2%	37.9%	39.2%	40.3%	39.9%
General and Administrative Expenses as % of Sales	10.1%	10.0%	9.9%	10.3%	10.3%

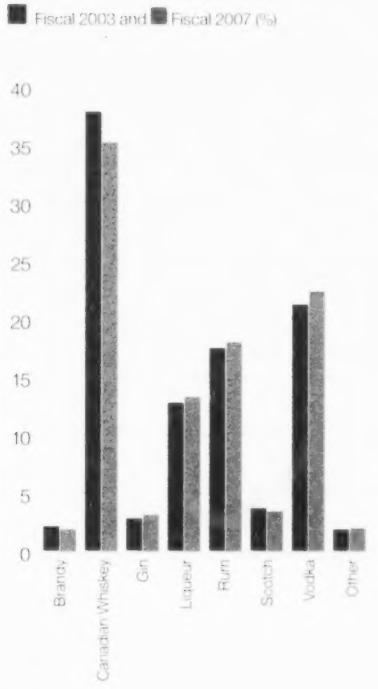
BEER SALES BY COUNTRY



WINE SALES BY COUNTRY



SPIRIT SALES BY TYPE



VOLUME SALES (MILLIONS OF LITRES)

	Beer	Spirits	Wine	Coolers/Ciders
2003	70.6	6.3	6.8	2.9
2004	73.1	6.5	7.1	2.9
2005	70.6	6.3	7.4	2.7
2006	74.2	6.4	7.7	2.6
2007	**78.0**	**6.5**	**8.2**	**2.6**

PRODUCT $ SALES (IN MILLIONS)

	Beer	Spirits	Wine	Coolers/Ciders
2003	199	154	67	15
2004	212	159	72	16
2005	215	164	78	16
2006	215	170	87	15
2007	**229**	**179**	**97**	**16**

PER CAPITA CONSUMPTION (IN LITRES)

	Beer	Spirits	Wine	Coolers/Ciders
2003	81.6	7.3	7.7	3.4
2004	83.3	7.4	8.1	3.3
2005	79.9	7.1	8.4	3.1
2006	83.5	7.2	8.7	2.9
2007	**87.1**	**7.3**	**9.2**	**2.9**

Source: Manitoba Health Population Report based on population over the age of 17 as of June 1 of each year.

NUMBER OF HOTEL REGISTRATIONS & LICENCES

Class of Licence		2003	2004	2005	2006	2007
Hotel Registration		323	327	322	318	312
Retail	Beer Vendor	296	297	293	288	284
	Brewer's Retail	2	1	1	1	2
	Sacramental Wine	3	3	3	2	2
	Winery				1	1
Beverage Room		277	276	271	267	262
Dining Room		1,116	1,124	1,138	1,148	1,143
Transportation		11	11	11	11	9
Cocktail Lounge		455	450	466	475	471
Cabaret		20	20	24	26	26
Spectator Activities		41	41	38	40	42
Private Club		266	263	263	262	260
Military Canteen		18	18	15	15	15
Sports Facility		154	156	151	152	147
Manufacturer's		35	37	37	21	22
Totals		**3,017**	**3,024**	**3,033**	**3,027**	**2,998**

INSPECTIONS, INVESTIGATIONS AND EDUCATIONAL SEMINARS

	2003	2004	2005	2006	2007
Licensed Premises					
Licensee visits	27,613	27,338	25,858	23,550*	25,097
Investigations/final inspection of premises	984	915	438	518	385
Education of licensees/their staff	145	142	84	111	146
Total	**28,742**	**28,395**	**26,380**	**24,179**	**25,628**
Occasional Permits					
Inspections while in progress	1,695	1,707	1,576	1,664	1,783
Investigations prior to issue	1,029	1,208	1,415	1,617	1,844
Education of hall owners/ permittees/public	134	93	62	88	73
Inspection of new banquet halls	103	93	55	191**	241**
Total	**2,961**	**3,101**	**3,108**	**3,560**	**3,941**
General and Public Concern Investigations	**1,309**	**1,162**	**1,326**	**975*****	**902*****

* Fewer inspections in F06 due to vacancies in inspector positions, and a move to risk-based inspections.
** Effective F06, includes free-standing banquet halls and those located within licensed premises.
*** Effective F06, applications for Photo ID are pre-screened by licensing advisor, resulting in fewer investigations.

OCCASIONAL PERMITS ISSUED

Class of Licence	2003	2004	2005	2006	2007
Liquor Sold	8,056	7,569	7,468	7,102	7,020
Liquor Complimentary	4,641	4,425	4,356	4,360	4,316
	12,697	**11,994**	**11,824**	**11,462**	**11,336**

DISCIPLINARY ACTION

	2003	2004	2005	2006	2007
Licensees:					
Administrative:					
– warning letters	229	121	80	214	259
– meetings with Manager, Inspection Services	30	11	19	14	41
Total	**259**	**132**	**99**	**228**	**300**
Board:					
– disciplinary hearings	41	35	29	33	49
– appeal hearings	6	3	3	8	11
Board Action:					
– warnings	5	7	5	4	3
– suspensions	29	26	20	26	42
– cancellations	0	3	0	2	1
– other	10	0	1	2	4
Total	**44**	**36**	**26**	**34**	**50**
Total days suspended	**121**	**433***	**119****	**67**	**106**

Note: Board actions may not equal number of hearings due to appeals carried forward to next fiscal year, or more than one action taken at a hearing.

Permittees/Hall Owners:					
Administrative:					
– warnings	30	11	12	13	6
– suspension of privileges	7	4	1	2	1
Total	**37**	**15**	**13**	**15**	**7**

* 365 days suspended attributed to one licensee (suspension began in F03 and extended into F05).
** 85 days suspended attributed to one licensee (suspension began in F03 and terminated in F05).

Breaches of *The Liquor Control Act* can be handled administratively or through a hearing before the Licensing Board. Where there is no previous record, the inspector may handle the matter through education of the licensee and staff.

Where there is a record of operation and the breach is of a less serious nature, administration may issue a letter of warning or meet with the licensee to discuss solutions to the problem. These letters/meetings form part of the licensee's record of operation. Where there is a record of operation and the breach is of a serious nature, the matter is referred to the Licensing Board for a hearing. Appeals are heard by the Board of Commissioners.

LIQUOR MARTS

The MLCC's 46 Liquor Marts operate in the following areas:

Beausejour
619 Park Avenue

Brandon
10th & Victoria Avenue
Brandon Shoppers Mall

Carman
3 Centre Avenue West

Churchill
203 Laverendrye Avenue

Dauphin
130 First Avenue North West

Flin Flon
26 Hapnot Street

Gimli
52 Centre Street

Killarney
516 Broadway Avenue

Lac du Bonnet
76 – 2nd Avenue

Minnedosa
16 – 2nd Avenue North West

Morden
331 North Railway Street

Neepawa
393 Mountain Avenue

Pine Falls
17 Pine Street

Portage la Prairie
300 Saskatchewan Avenue

Roblin
124 Main Street West

Russell
202 Shell River Avenue North

Selkirk
377 Main Street

Swan River
716 Main Street

The Pas
333 Edwards Avenue

Thompson
131 Selkirk Avenue

Virden
197 Third Avenue

WINNIPEG

Charleswood Square
1D – 3900 Grant Avenue

cityplace
333 St. Mary Avenue

Crestview Shopping Centre
170 – 3393 Portage Avenue

Dominion Shopping Centre
21 Marion Street

Eastwinds Shopping Centre
23 – 1530 Regent Avenue

Fort Garry
1235 Pembina Highway

Fort Richmond Plaza
2855 Pembina Highway

Garden City Square
Unit 2 – 915 Leila Avenue

Grant Park Plaza
Shopping Centre
1120 Grant Avenue

Hargrave & Ellice
325 Ellice Avenue

Kenaston Crossing
8 – 1650 Kenaston Boulevard

Madison Square
P – 1600 Ness Avenue

Main & Jefferson
1662 Main Street

Main & Pritchard
1005 Main Street

Northdale Shopping Centre
965A Henderson Highway

Portage & Ansley
2549 Portage Avenue

Portage & Bramill
923 Portage Avenue

River & Osborne
469 River Avenue

St. Vital Square
5 – 827 Dakota Street

Southdale Centre
21 – 67 Vermillion Road

Southglen Shopping Centre
Unit A – 730 St. Anne's Road

Transcona Square
1 – 620 Kildare Avenue East

Tuxedo Park Shopping Centre
168 – 2025 Corydon Avenue

Tyndall Market Mall
850 Keewatin Street

LIQUOR VENDORS

LIQUOR VENDORS are partners with the MLCC. By combining liquor sales with their existing business, these local entrepreneurs help to ensure their viability. There are currently 172 liquor vendors operating in Manitoba.

Stahl's Food Mart

Fashoway Café & Confectionery

Altona Cleaners Ltd.

Anola Lucky Dollar

Arborg Pharmacy

Meridian Trail General Store

Ashern Pharmacy

J & J Grocery

Baldur Variety Store

Belmont Hardware

Benito Pharmasave

Big Whiteshell Lodge (2000) Inc.

Birchwood Convenience

Tall Timber Lodge Ltd.

Birds Hill Store

Birtle Pharmacy

Hazlewood Enterprises

Marginet's Grocery & Hardware

McKay Grocery

Canex Super Mart

Spud City Food Mart Ltd.

Cartwright Health Centre

Clandeboye Store

Wally's Place

Kolisnyk's General Store

Streamer Hardware

Cypress River Lucky Dollar

Myrna's Fabric Boutique

Dominion City Food Town

Dugald Convenience Store

Mack & Sydney's

Elie Grocery Store

Twin Valley Co-op Ltd.

Elm Creek Co-operative Oil & Supplies Ltd.

Elma Country Store

Emerson Bigway

Mountain Park Pharmacy

Eriksdale Shop Easy

Bird's Corner Store

Lumber One Building Supplies

Fisher Branch Health Centre

J & J Store

Garson Grocery Ltd.

Gilbert Plains Pharmacy

Trappers Shack

Gladstone Pharmacy

Glenboro Pharmacy Ltd.

Preisentanz's General Store

Glenora Mall

Grand Marais Village Store

Grand Rapids Esso

Grandview Home Hardware

Great Falls
Great Falls Foods

Grindstone
Grindstone General Store

Gull Lake
Sherwood Grocery

Gypsumville
Rawluk's Grocery &
Pro Hardware

Hadashville
Kiedyk's Convenience Store

Hamiota
Rawlings Home Hardware

Hartney
Hartney Variety Store

Hecla
Hecla Island General Store

Hodgson
Buckskin Trading Post

Holland
Holland Home Hardware

Ile des Chenes
Ile des Cheries Country Store

Ingis
Jordie's Food Mart

Inwood
Inwood Food Town

Kelwood
Kelwood Store

Kenton
Houston's

Komarno
Komarno Quality Store

La Broquerie
Le Bon Ami

La Salle
Jeni's Food & Hardware

Lake of the Prairies
Kilman Resort

Lake Metigoshe
Turtle Mountain
All Season Resort

Langruth
Farncombe's Food Centre

Launer
Molgat Shopping Centre

Leaf Rapids
Kings Health & Variety

Letellier
Gallant's Lucky Dollar

Lockport
Lockport Grocery

Lorette
Dawson Trail Country Store Inc.

Lundar
Lundar Pharmacy Ltd.

Lynn Lake
Clarke's Health & Variety

MacGregor
MacGregor Lo-Cost (2004)

Mafeking
Doan's General Store

Manitou
Manitou Pharmacy

Mariapolis
Pouteau Foods

McAuley
McAuley Country Grocery
Co-op Ltd.

McCreary
Reischek's Pharmacy

Meeta
Liquid World

Miami
Westaway's Pharmacy

Miniota
Miniota C-Store

Minitonas
Nemetchek Enterprises (1992)

Minto
Minto Community Market

Moosehorn
Moosehorn Consumers
Co-op Ltd.

Morris
Morris Super Variety

Narrows
The Narrows General Store

Newdale
Strathclair Co-Op (Newdale
Branch)

Ninette
The Grocery Box

Niverville
Niverville Bigway Foods

Notre Dame
Notre Dame Shopping Centre

Nutimik Lake
Nutimik Lodge

Oak Lake
Valleyview Oak Lake Co-op

Oakbank
Family Fare

Oakburn
Oakburn Foodtown

Oakville
Oakville Super Market

Onanole
B & D Hardware Inc.

Pierson
Edward Consumers
Co-Operative Ltd.

Pilot Mound
Dobson's Foods Ltd.

Pinawa
The North West Company LP

Pine River
Semeniuk's Groceteria

Pipestone
Pipestone Main Street Market

Plum Coulee
Tri-Coulee Investments

Plumas
Plumas Stop & Shop

Pointe du Bois
Pam's Place

Poplarfield
King Buck Inn (Beer only)
Poplarfield Groceteria

Rapid City
Rapid City Insurance
Agencies Ltd.

Rathwell
Rathwell Solo & Hardware

Rennie
Rennie General Store (2005)

Reston
Reston Drugs

Richer
Burnells Food Plus

Ridgeville
Ridgeville Cooperative Community Club (Beer only)

Rivers
Rivers Super Thrifty Drug Mart Ltd.

Riverton
The Other Place

Roland
Roland General Store

Rorketon
Tracy's Insurance Services

Rossburn
L.P.K. Enterprises

St. Adolphe
St. Adolphe Esso

St. Ambroise
Ducharme's General Store

St. Claude
Philippot's Shop Easy Foods

St. Eustache
Magasin Beaudin Store

St. Francois Xavier
S.F.X. Country Store

St. Jean Baptiste
St. Jean Home Centre

St. Laurent
Depanneur Entre-Lacs

St. Lazare
B's Place

St. Malo
St. Malo Co-operative Ltd.

St. Pierre-Jolys
St. Pierre IGA

Ste. Agathe
De Panneur Cheyenne Convenience Store

Ste. Anne
Ste. Anne Sundries Ltd.

Ste. Rose du Lac
Ste. Rose Variety Shop (2001)

Sandy Lake
Sandy Lake Hardware

Sanford
Sanford Lumber & Building Supplies

Sarto
Sarto General Store

Seven Sisters
Seven Sisters General Store

Shoal Lake
Shoal Lake Pharmacy

Sifton
Boguski Grocery

Snow Lake
Cornerview Enterprises Ltd.

Somerset
Somerset Lucky Dollar

Souris
Souris Valley Foods

Sprague
Carl's Solo Store

Springfield
Garven Convenience Store

Starbuck
Dawn 'Til Dusk Convenience Store

Stonewall
Stonewall Pharmacy Ltd.

Stony Mountain
Pick 'N Play

Strathclair
Strathclair Consumers Co-op Ltd.

Swan Lake
B & B Store

Teulon
Teulon Pharmacy

Tolstoi
Tolstoi Super Mart

Traverse Bay
Traverse Bay Corner Store

Treherne
Treherne Pharmacy

Vassar
Vassar Corner Store

Vita
Sumthing Special Florist & Gift Shop

Wabowden
Dwyer's General Store

Wanless
WE STE General Store

Warren
Pete's General Store

Waskada
Wilbro Enterprises Inc.

Waterhen
Waterhen General Store

Wawanesa
Gullett Pro Hardware

West Hawk Lake
West Hawk Lake Resort

Whitemouth
Whitemouth Sundries

Winnipeg Beach
Beach Convenience

Winnipegosis
Winnipegosis Meat Market

Woodlands
Studler's Enterprises Inc.

Woodridge
Woodridge General Store

For more information about the MLCC or to request printed copies of this Annual Report, please contact the Communications Department:

Telephone: **(204) 474-5656**

The 2006 Annual Report is also available online at **www.mlcc.mb.ca**

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